APPENDIX A

EOC OPERATIONS

1. Purpose. This appendix describes procedures for activation above Level 1 and staffing of the HQUSACE EOC.

2. General. Day-to-day operation of the EOC is at Level 1, Normal Operations. When conditions warrant a higher level of operation, the EOC staff may be augmented, tours of duty altered or the level of operation raised to provide adequate EOC coverage (see Figure A-1, Activation order, EOC/sample letter).

3. Organization. Figure A-2 shows the organizational structure of the EOC during Normal Operations (Level 1) and Emergency Watch (Level 2). Figure A-3 shows the organizational structure upon activation of the Crisis Management Team (Level 4). Figure A-4 provides the tours of duty for EOC coverage. Figure A-5 lists the directorate/office CMT position assignments.

    a.   LEVEL l-NORMAL OPERATIONS. Normal Operations are conducted by the assigned EOC staff. These low level, day-to-day activities may be referred to as the "warm" EOC. Overall direction is exercised by the Chief, Readiness Branch. Vacant positions will be filled-by temporary assignment of CMT members or other personnel. Assigned EOC staff include the following:

        (1) 1 - Chief, Emergency Operations Center.
        (2) 1 - Emergency Operations Officer.
        (3) 3 - EOC Watch Officers.
        (4) 2 - Emergency Operations Specialists.
        (5) 1 - EOC Systems Specialist.
        (6) 1 - Staff Duty Officer (Non-duty hour coverage).

    b.   LEVEL 2-EMERGENCY WATCH TEAM (EWT). The EWT consists of the assigned EOC staff and a cadre of personnel who augment the EOC staff when a threat situation requires extended operations. The EWT is automatically activated when a USACE MSC activates an EOC on a 24-hour basis. The overall direction of the EOC at Level 2 is exercised by the Chief, Readiness Branch. The EWT consists of the following personnel:

        (1) Operations Cadre Representative - Military Programs.
        (2) Operations Cadre Representative - Office of the Chief of Engineers-Pentagon (OCE-P).
        (3) Staff Duty Officer (On-site coverage required).

(4) Readiness planner - Natural Disaster/Civil Emergencies
(CECW-OE-D).
(5) Readiness Planner - Military/National Security
Emergencies (CECW-OE-P).
(6) CMT Communications Team.
(7) Other designated CMT or HQUSACE personnel.

c. LEVEL 3-EMERGENCY OPERATIONS TEAM (EOT). The EOT is an
interim organization used to augment the EOC if the CMT is not
fully activated. The EOT is of flexible size and composition and
is tailored to meet the requirements of a specific crisis.
Personnel for the EOT are drawn from the CMT Roster. The level
of decision-making is essentially unchanged from that of non-
crisis periods; however, the mechanism for providing information
to decision-makers is accelerated in order to expedite the
response to command requirements.

d. LEVEL 4-CRISIS MANAGEMENT TEAM. When emergency or
exercise requirements warrant the concentrated attention of the
HQUSACE staff beyond normal organizational capabilities, the CMT
may be activated by the Commanding General. Upon activation, the
Chief, CMT, directs the activities of the CMT and reports
directly to the Commander or designee. The CMT acts as the
Commander's technical and operational staff during emergency
situations.

(1) The CMT may be tailored to meet the requirements of a
specific crisis. Figure A-3 to Appendix A provides the CMT
composition based on full activation. Organizations assigned
responsibility for CMT positions (see Figure A-5 to Appendix A),
will provide the names of one (1) primary and one (1) alternate
for each shift to CECW-OE-EOC. Changes to the CMT Roster will be
reported immediately and updates provided by 1 January of each
year. Both primary and alternate personnel will participate in
training.

(2) The CMT is composed of two elements: operations and
administrative support. The operations element includes desk
officers representing HQUSACE organizational elements, the Watch
Team which is responsible for tracking and reporting current
operations, and other specialized staff providing intelligence,
planning and technical support. The administrative support
element has responsibility for message control, clerical
functions, dissemination of reports and coordination of
communications and other support from the Humphreys Engineer
Support Activity (HECSA).

c. Upon activation of the CMT, the Commander may activate

the Directorate of Mission Support (DMS). This element
consolidates Information Management (IM), Human Resources (HR),
Public Relations (PR), Logistics Division (LD) and Resource
Management (RM) functions under a single director.

d. When the CMT is activated, the level of decision making
is unchanged from that of non-crisis periods. However, the
mechanism for providing information to decision makers is
accelerated in order to expedite response to command
requirements. The Chief, CMT, may make decisions on matters not
specifically covered by policy but which are within the guidance
received from the command group. Each staff directorate/office
provides direct access between the responsible CMT member and the
directorate/office decision maker.

e. During a crisis or exercise, the CMT may be required to
operate for extended periods of time. Primary CMT members will
generally work 12-hour shifts for the duration of the event.
Shift scheduling is the responsibility of the Chief, EOC.
Personnel identified as alternates may rotate with the primary
CMT member as approved by the Chief, CMT. CMT members will
return to their parent directorates/offices when the CMT is
deactivated.

f. Overall direction of the CMT is exercised by the Chief,
CMT.

g. The composition of the CMT is as follows:

(1) Chief, CMT (0-6/GM-15)

(2) Shift Leader (0-5/6/GM-14/15)

(3) Asst Shift Leader (0-5/GM/GS-14/15)

(4) Watch Officer (04-03/GS-12/13)

(5) Desk Officers: CEMP, CECW, CEPM, CEPA, CECC, CERE, CERD

(6) DMS Desk Officer, if activated

(7) Desk Officers, if the DMS is not activated: CEIM, CEHR,
CEPR, CELD, CERM

(8) Desk Officer, Specialized: CECW-EH

(9) Operations Officer (0-4/GM-13/14)

(10) Staff Action Coordination Officer (GS-13/14)

(11) Intelligence Officer

(12) Administrative: Administrative Officer, Clerk-Typist (Security), EOC Secretary, Clerk-Typist (Logger), Clerk-Typist, File Clerk

(13) Chief, HQUSACE Support Team: Driver, Courier, Graphics Assistant

(14) Communications Team Leader: Primary/Alt Radio Operator, Clerk Typist, Encoder/Decoder

CECW-OE-EOC

MEMORANDUM FOR All Divisions, Districts, FOA, and HQUSACE
              Directorates and Offices

SUBJECT: Activation of the Emergency Operations Center (EOC)

1.   Reference HQUSACE Emergency Operations Center Standing
Operating Procedures (HQUSACE EOCSOP), dated_____.

2.   The HQUSACE Emergency Operations Center (EOC) is hereby
activated to Level_____ in support of operations relating to
_____.

3.   The EOC will be the central point-of-contact (POC) for all
information pertaining to USACE involvement in this situation and
all elements are requested to respond to taskings directly from
the EOC. All HQUSACE Directorates and separate offices,
Divisions, Districts, and FOA's will insure that timely
distribution of information pertaining to this operation is made
to the EOC.

4. All Directorates and separate offices are to alert CMT
members and assure availability of Emergency Points of Contact
 (EPOC's) as listed in HQUSACE Emergency Phone Directory. Report
updates immediately to the EOC at 272-1001.

5. _____ is appointed the Chief, CMT.

                    _____
                    Colonel, Corps of Engineers
                    Chief of Staff

NOTE :   An activation order will be promulgated by the EOC for
         Level 2 - Emergency Watch, and higher.

Figure A-1. Activation order, EOC/sample letter.

```
                        ┌─────────────────────┐
                        │     Chief EOC       │
                        ├─────────────────────┤
                        │     EO Officer      │
                        └─────────────────────┘
```

Chief EOC

EO Officer

EOC Watch Officers (3)

(Operations Cadre Rep)

Military Programs

Office Chief of Engineers - Pentagon

Readiness Specialist Civil Emergencies or NSEP Emergencies (CECW-OE-D/P)

Selected Crisis Management Team Members As Needed

Emergency Opns Specialist (2)

EOC Systems Specialist

Staff Duty Officer (SDO)

Communications Team Leader

Radio Opr

| Pri | Alt |

Encoder

Decoder

Commo Center

Phone Opns

Legend: ──────── Level 1, Normal Operation
════════ Level 2, Emergency Watch
▬▬▬▬ Night Shift
• • • • Coordination

Figure A-2. Normal and emergency watch operations.

Figure A-3.   Crisis management team.

```
+========================================================================+
|                    LEVEL 1 - NORMAL OPERATIONS                         |
|                                                                        |
|  EOC  STAFF   COVERAGE                                                  |
|    Weekdays:   0700-1700         STAFF  DUTY  OFFICER  -  ON  CALL      |
|    Weekends:   None                Weekdays:   1615-0745                |
|    Holidays:   None                Weekends:   0745-0745                |
|                                    Holidays:   0745-0745                |
+------------------------------------------------------------------------+
|                    LEVEL 2    EMERGENCY  WATCH                          |
|                                                                        |
|  EWT STAFF COVERAGE*                                                    |
|    Weekdays:   0500-1930         STAFF  DUTY  OFFICER  -  ON  SITE      |
|    Weekends:   0500-1930           Weekdays:   1900-0745                |
|    Holidays:   0500-1930           Weekends:   1900-0745                |
|                                    Holidays:   1900-0745                |
+------------------------------------------------------------------------+
|               LEVEL 3A -  EMERGENCY  OPERATIONS  TEAM                   |
|                                                                        |
|  EOT DAY COVERAGE SHIFT*          NIGHT  WATCH  TEAM                     |
|    Weekdays:   0500-1930           Weekdays:   1900-0745                |
|    Weekends:   0500-1930           Weekends:   1900-0745                |
|    Holidays:   0500-1930           Holidays:   1900-0745                |
+------------------------------------------------------------------------+
|               LEVEL 3B -  EMERGENCY  OPERATIONS  TEAM                   |
|                                                                        |
|  EOT  DAY  SHIFT                  EOT NIGHT SHIFT                        |
|    Weekdays:   0700-1930           Weekdays:   1900-0730                |
|    Weekends:   0700-1930           Weekends:   1900-0730                |
|    Holidays:   0700-1930           Holidays:   1900-0730                |
+------------------------------------------------------------------------+
|               LEVEL 4 - CRISIS MANAGEMENT TEAM                         |
|                                                                        |
|  EOT DAY SHIFT                    EOT NIGHT SHIFT                        |
|    Weekdays:   0700-1930           Weekdays:   1900-0730                |
|    Weekends:   0700-1930           Weekends:   1900-0730                |
|    Holidays:   0700-1930           Holidays:   1900-0730                |
+------------------------------------------------------------------------+
|    * Staff split between 0500-1730 and 0700-1930 tours.                 |
+========================================================================+
```
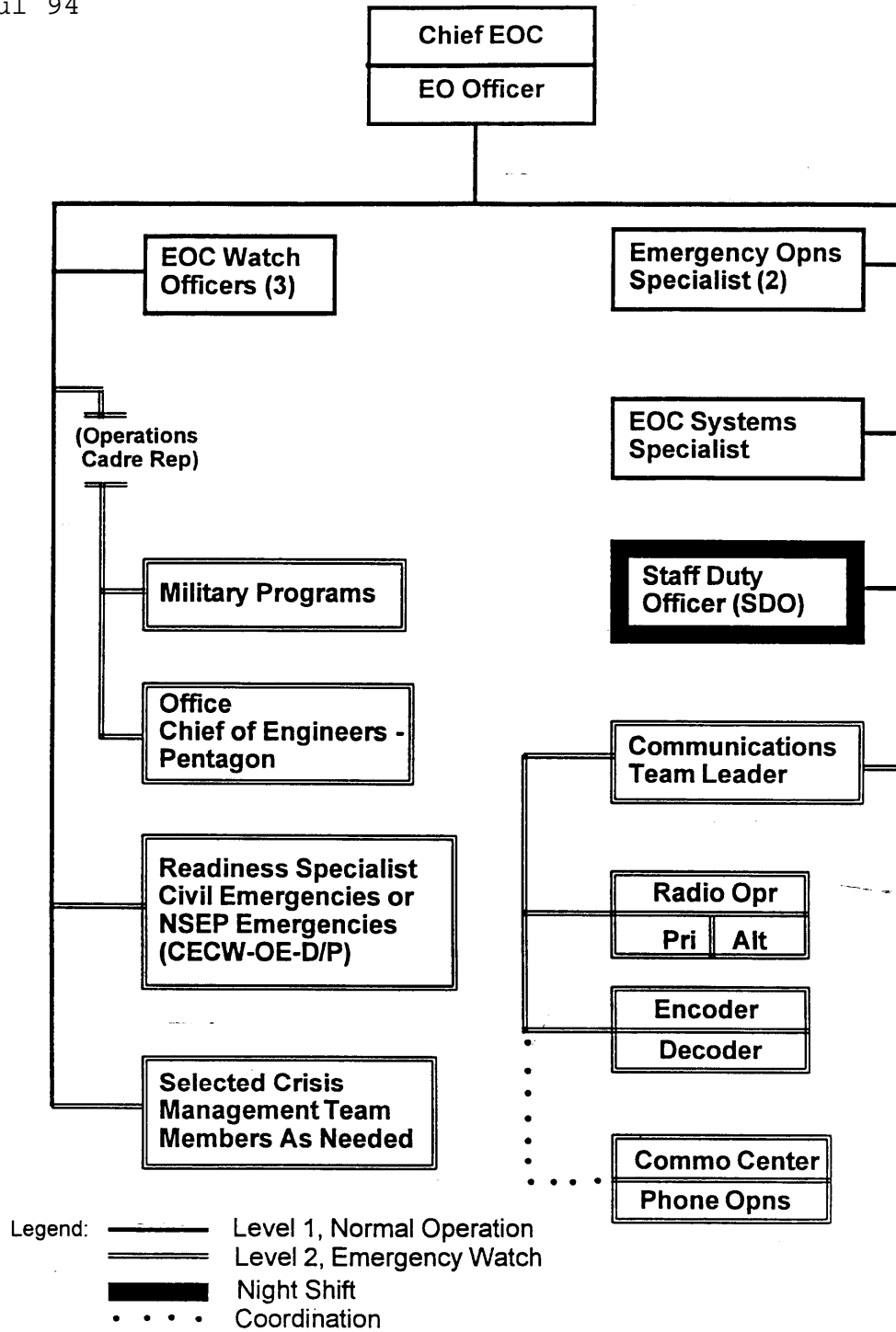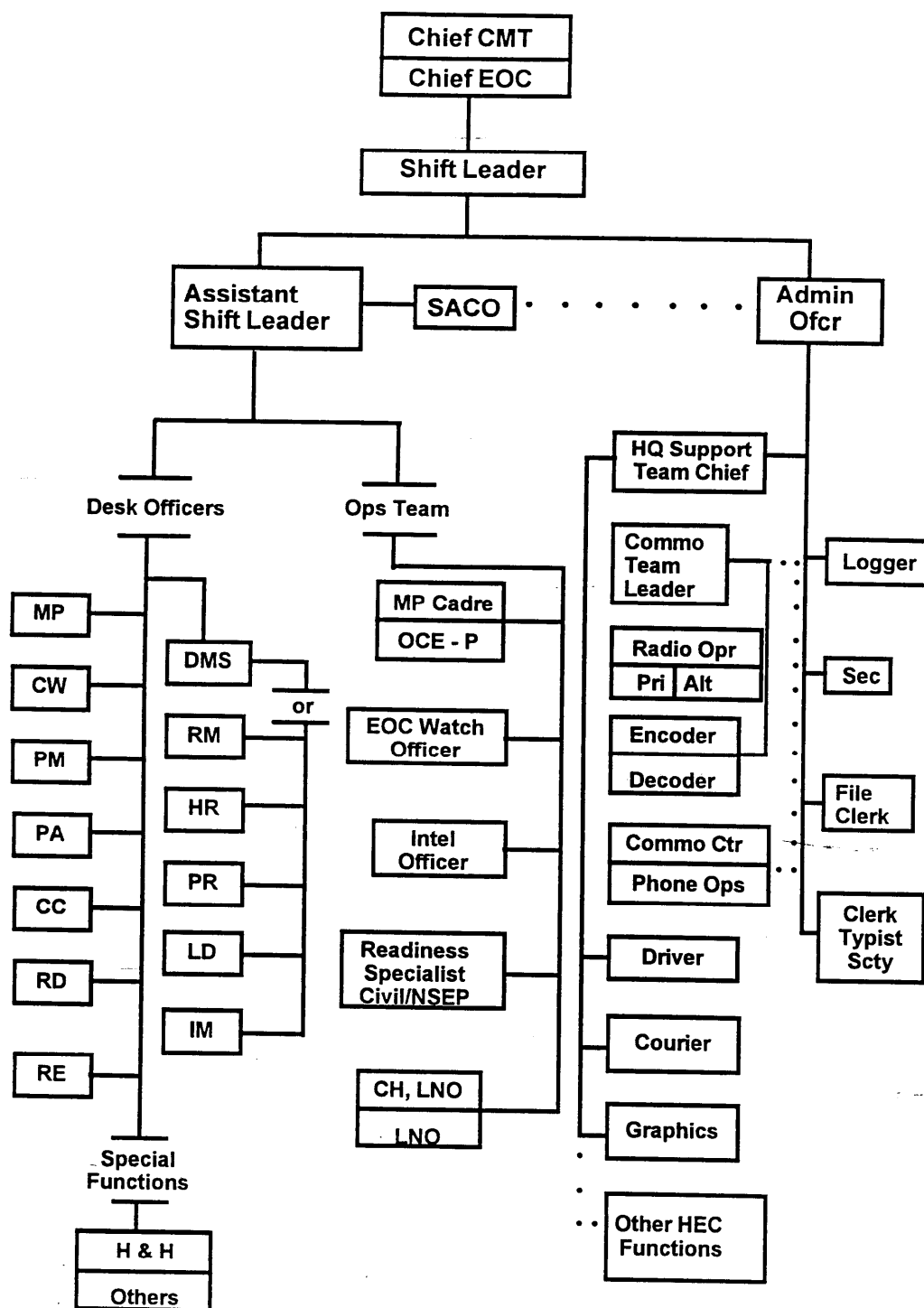
Figure A-4. Tours of duty - EOC.

CRISIS MANAGEMENT TEAM

Activation			Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
NORMAL	WATCH	CMT						
		X	Chief, CMT (For Military Ops) 06/GM-15	MP) W: H:	MP) W: H:			
		X	Chief, CMT (For Civil Ops) 06/GM-15	CW) W: H:	CW) W: H:			
X	X	X	Chief, EOC (D/Chief, CMT)	CECW-OE-EOC) W:202-272-1001 H:	DIMA)			
		X	Shift Leader (For Military Ops) 05-06/GM14-15	MP) H: W:	MP) H: W:	CW) H: W:	CW) H: W:	
		X	Shift Leader (For Civil Ops)	Reverse Team A and Team B assignments from previous line		Reverse Team A and Team B assignments from previous line		
		X	Asst. Shift Leader (For Military Ops) 05/GM-14	CW) H: W:	CW) H: W:	MP) H: W:	MP) H: W:	
		X	Asst Shift Leader (For Civil Ops)	Reverse Team A and Team B assignments from previous line		Reverse Team A and Team B assignments from previous line		
X	X	X	Emerg Ops. Ofcr 05/GS13-14	CECW-OE-EOC) W: H:	DIMA) W: H:	CW) W: H:	DIMA) W: H:	

Figure A-5.   Crisis management team roster.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	Secretary	HEC) W: H:	HEC) W: H:	RE) W: H:	RE) W: H:	
X	MP Desk Officer	MP) W: H:	MP) W: H:	MP) W: H:	MP) W: H:	
X	CW Desk Officer	CW) W: H:	CW) W: H:	CW) W: H:	CW) W: H:	
X	PM Desk Officer	PM) W: H:	Same as Intel Officer	PM) W: H:	Same as Intel Officer	
X	PA Desk Officer	PA) W: H:	PA) W: H:	PA) W: H:	PA) W: H:	
X	CC Desk Officer	CC) W: H:	CC) W: H:	CC') W: H:	CC) W: H:	
X	RD Desk Officer	RD) W: H:	RD) W: H:	RD) W: H:	RD) W: H:	
X	RE Desk Officer	RE) W: H:	RE) W: H:	RE) W: H:	RE) W: H:	
X	DMS Desk Ofcr - If Activated (Not Designated in Advance)	DMS) W: H:	DMS) W: H:	DMS) W: H:	DMS) W: H:	
X	RM Desk Officer** (DMS Peacetime Planner)	RM) W: H:	RM) W: H:	RM) W: H:	RM) W: H:	

Figure A-5. Crisis management team roster, continued.

Activation		Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	•	HR Desk Officer**	HR) W: H:	HR) W: H:	HR) W: H:	HR) W: H:	
X	•	IM Desk Officer**	IM) W: H:	Same as Commo Team Leader	IM) W: H:	Same as Commo Team Leader	
X	•	PR Desk Officer**	PR) W: H:	PR) W: H:	PR) W: H:	PR) W: H:	
X	•	LD Desk Officer**	LD) W: H:	LD) W: H:	LD) W: H:	LD) W: H:	
•	•	Hydraulics/ Hydrology Technical Spt Desk Officer	CECW-EH) W: H:	CECW-EH) W: H:	CECW-EH) W: H:	CECW-EH) W: H:	
•	•	Engineering Technical Spt Desk Officer	CECW-E) W: H:	CECW-E) W: H:	CECW-E) W: H:	CECW-E) W: H:	
•	•	Technical Spt Desk Officer	CRRL) W: H:	CETEC) W: H:	W: H:	W: H:	
X	X	Watch Officer 04-03/GS12-13	CW) W: H:	CW) W: H:	MP) W: H:	MP) W: H:	
X	X	Watch Officer 04-03	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	
X	X	Watch Officer 03	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	

Figure A-5.   Crisis management team roster, continued.

Activation		Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
.	X	X	Operations Center Cadre Staff -- Military Programs	MP) W: H:			
.	X	X	Operations Center Cadre Staff -- Civil Works	CW) W: H:			
.	X	X	Operations Center Cadre Staff -- Asst Chief Engr	OCE-P) W: H:			
	X	X	Intel Officer	PM) W: H:		PM) W: H:	
	X	X	Readiness Planner (NSEP/Military Ops)	CECW-OE-P) W: H:	CECW-OE-P) W: H:		
	X	X	Readiness Planner (Disaster/FRP Ops)	CECW-OE-D) W: H:	CECW-OE-D) W: H:		
X	X	X	Emerg Ops Spec	CECW-OE-EOC) W:202-272-1001' H:	DIMA) W: H:	CECW-OE) W: H:	DIMA W: H:
X	X	X	EOC System Spec	CEHEC-IM-V W: H:	Contract: UTA W: H:	Contract: UTA W: H:	Contract: UTA W: H:
		X	Chief, HQ Support Team	CEHEC) W: H:	CEHEC) W: H:		
	X	X	Phone/Commo Center LNO	CEHEC-IM) W: H:		CEHEC-IM) W: H:	

Figure A-5.   Crisis management team roster, continued.

A-12

Activation		Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	X	Commo Team Ldr	CEIM/HEC-IM) W: H:		CEIM/HEC-IM) W: H:		
	X	Driver (Not Designated In Advance)	CEHEC)	CEHEC)	CEHEC)	CEHEC)	
	X	Courier (Not Designated in Advance)	CEHEC)	CEHEC)	CEHEC)	CEHEC)	
	X	Graphics Support	CEHEC-IM-V W: H:		CEHEC-IM-V W: H:		
	X	Staff Action Coordinator	MP) W: H:	MP) W: H:	CW) W: H:	CW) W: H:	
	X	Administrative Officer	IM) W: H:	IM) W: H:	IM) W: H:	IM) W: H:	
X	X	EOC Admin Spec	MP) W: H:	MP) W: H:	CW) W: H:	CW) W: H:	
	X	Clerk-Typist Logger	HR) W: H:	HR) W: H:	HEC) W: H:	HEC) W: H:	
	X	Clerk-Typist File Clerk	RM) W: H:	RM) W: H:	RD) W: H:	RD) W: H:	
X	X	Clerk-Typist Encode/Decode	CW) W: H:	CW) W: H:	MP) W: H:	MP) W: H:	

Figure A-5.   Crisis management team roster, continued.

Activation		Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	X	Radio Operator ("Dual-Hatted" from other CMT Positions)	(CMT) W: H:	(CMT) W: H:	(CMT) W: H:	(CMT) W: H:	
X	X	Asst. Radio Operator ("Dual-Hatted" from CMT)	(CMT) W: H:	(CMT) W: H:	(CMT) W: H:	(CMT) W: H:	
	X	Office of History Representative	(CEHO) W: H:	(CEHO) W: H:			
*	*	Operating Personnel Specialist	(CEHEC-HR) W: H:	(CEHEC-HR) W: H:			
X	X	Radio Operator	(DIMA) W: H:	(DIMA) W: H:	(DIMA) W: H:	(DIMA) W: H:	
X	X	CHIEF LNO	(DIMA) W: H:	(DIMA) W: H:			
X	X	LNO	(CECW-OE-D) W: H:	(CECW-OE-D) W: H:			

NOTE: Chief and Readiness Specialist positions listed under Team A only support 24-hour operations.
NOTE: EOC Admin Spec backfills Emergency Ops Spec during Normal Operations in absence of DIMA.
* Activated as needed.
** If DMS activated, reports to Director, DMS.

Figure A-5. Crisis management team roster, continued.